
U.S. Army Corps of Engineers
Louisville District

Leadership
Development
Program

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U.S. ARMY CORPS OF ENGINEERS
LOUISVILLE DISTRICT
LEADERSHIP DEVELOPMENT PROGRAM
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OVERVIEW

The Louisville District Leadership Development Program (LDP) is a part-time, year long, multi-faceted leadership development program. The LDP includes an analysis of one's leadership style, guided preparation of an Individual Development Plan (IDP), attendance at university classes, visits to field sites, attendance at District Staff meetings, Project Review Board (PRB) meetings, briefings by/to the Commander, possible cross training assignments, special project(s), shadowing assignments and a mentoring relationship with a senior leader.

BACKGROUND

The LDP was designed to show a commitment of the Louisville District to "Invest in People" (one of the seven sub-strategies of the Corps PLUS Strategy) and in direct response to the need to systematically develop the leadership skills of the Louisville District's current and future leaders. The LDP is based on the premise that while some people are "born leaders," the vast majority of leaders are grown and developed. The commitment of the Commander and District executives to leadership is reflected in the direct involvement of these leaders in many components of the LDP. The transfer of the success-oriented, organizational culture and inter-relationships which our current leaders have cultivated over a period of years is facilitated through various LDP activities.

GOALS

Change the culture of the organization.

- Identify and develop a pool of high potential leaders for the Corps to draw upon in the future recognizing that leaders can be found throughout the organization regardless of the position they hold.
- Develop awareness and understanding of the visions and values of current Corps of Engineers organization and its leaders.
- Assist LDP participants in clarifying and establishing their own values.
- Provide a forum for future leaders to exchange ideas, understandings, and appreciation for organizations and disciplines within the District.

- Foster group dynamics among participants which will improve communication with the District across organizational lines.
- Provide a focused approach to effective leadership methods and standards of competence.
- Provide career enhancement through increased self-awareness, improved skills and a broadened understanding of District activities.
- Optimize use of executive development funds for leadership development.
- Differentiate between leadership and management skills and understand the need for both sets of skills.
- Foster the atmosphere of diversity of people, skills, organizational functions, etc.

TARGET AUDIENCE

The target audience for the Leadership Development Program includes Louisville District employees who:

- Have career status (temporary employees are not eligible).
- Have a minimum of five years of Federal service.

Possess a performance rating of "Fully Successful" or above.

Chiefs of Divisions and Offices may request waiver of the above eligibility requirements. The waiver request must explain why the training cannot be delayed until the nominee meets the criteria.

PROGRAM FEATURES

GROUP SIZE

No more than twelve employees, selected from among field activities and the District Office, participate on a voluntary basis in the LDP. The schedule of program activities will be tailored to meet the group and individual needs of selected participants, taking into consideration their duty stations. Among the options for employees with duty stations outside of Louisville are being temporarily reassigned to the District Office or periodic travel to Louisville to participate in program activities.

DURATION

The program spans a 12-month period. Employees participate on a part-time basis while performing their assigned duties. Among the major activities:

- A one-day orientation session.
- An initial two and one-half day retreat focusing on self-analysis and preparation of an Individual Development Plan (IDP), at an appropriate location conducive to meeting the objectives of the retreat. The IDP prepared during this retreat will focus on time spent in the LDP.
- 80 hours of formal leadership training.
- Correspondence and/or undergraduate/graduate courses - Effective writing, Interviewing Techniques, Communication, Interpersonal Skills, Management Skills, Business Skills, etc.
- 40-80 hours of field visits in addition to district office visits.
- Join Toastmasters or some similar communications course. Making presentations to various District audiences and distinguished visitors.
- 20 to 40 hours of attendance at senior staff meetings, PRBs, briefings, discussions with mentors and special events.
- Public service activities (scouts, community service, coaching little league teams, etc.).

Shadowing employees in the organization.

- Participate on team projects.
- Preparing an analysis of readings from an approved book list.
- One day closing retreat for reflection and refocusing of IDPs. At this time an in-depth five-year IDP will be finalized with input from participant's supervisor and Career Program Manager.

Participants can expect to contribute approximately 200-300 hours of their own time for evening meetings, undergraduate/graduate course work, reading and studying, and working on public service activities. Participants are typically away from their work areas an average of four to six hours in any workweek. Site visits and work on team projects may result in absences from work areas for up to a week at a time.

INDIVIDUAL DEVELOPMENT PLAN (IDP)

Each participant will prepare their IDP with the assistance of their supervisor, mentor or Career Program Manager. The IDP will identify realistic goals and objectives, their training plan and other activities scheduled. The IDP will be reviewed by the program administrator. A bi-monthly update of their status will be prepared and forwarded to their supervisor, Career Program Manager and the consultant to show their accomplishments the remaining portions of the LDP.

PROGRAM MANAGEMENT

- The Deputy District Engineer (PM) manages the LDP and serves as chairperson of the Steering Committee. The Director of Quality will oversee the program.
- The Commander appoints the LDP Steering Committee (SC) comprised of six members of the District Senior Executive Council (SEC). The terms of the SEC members will be staggered to allow the SC to retain the benefit of the experience of some, and provide the opportunity for new members to participate. The Equal Employment Opportunity Officer shall have permanent membership on the SC.
- The LDP Steering Committee reviews applications and makes recommendations to the Commander. They will also determine the number of participants.
- The Commander selects the LDP participants and monitors the program throughout the year.

PROGRAM COMPONENTS

ONE-DAY ORIENTATION

The year's activities begin with a one-day orientation. The orientation provides an opportunity for the participants, the District Commander, Deputy District Engineer(PM), members of the LDP Steering Committee, the participant's supervisor, and the program administrator to get acquainted and to discuss respective roles and responsibilities. The participants have an opportunity to identify their expectations for the year and begin developing the norms and structures which will help them function as a team. They also begin planning the initial retreat.

INITIAL RETREAT

The LDP will conduct a two and one-half day retreat. Time at the retreat is devoted primarily to lectures, small group discussions and personal introspection and self-analysis on leadership effectiveness.

Under the guidance of a specialist in leadership, the participants explore the components of leadership, analyze individual leadership styles, and begin preparing an Individual Development Plan (IDP) for the duration of the LDP. The retreat also provides the participants, the Deputy District Engineer (PM), and the program administrator with an opportunity to get better acquainted and to plan many facets of the year's activities.

DISTRICT OFFICE/FIELD VISITS

To gain a better appreciation for district office and field operations (particularly for those who have worked only in the district office or at a field location), the participants will visit construction and operating project offices along with visits to different district offices. They receive leadership tips from front-line field managers who face varied challenges in their daily operations while representing the Corps to our customer and the community.

CORE TRAINING CURRICULUM

Through development of IDPs, participants have an active voice in determining which topics will be studied. The curriculum can be college, PROSPECT, in-house, or privately taught courses. The following is a list of potential topics:

- Leadership
- Interpersonal Communications
- Decision Making
- Managing Change
- Performance Evaluation/Management
- Coaching/Counseling/Mentoring Skills
- Building Effective Team Skills
- Conflict Management and Resolution
- Ethics
- Presentation Techniques
- Systems Thinking
- Business Skills
- Project Management Skills
- Federal Budget Process

- Diversity Training
- Total Quality Performance and Customer Service

In addition to this core curriculum, each participant will have some elective courses that corresponds to their IDP.

DISTRICT LEADERSHIP/MANAGEMENT

To provide insight into executive level decision making, participants attend District Staff meetings. The Commander and senior staff provide special briefings on topics of interest, conduct round table discussions with the participants and meet with participants quarterly. As events permit, participants meet with visiting dignitaries, such as the Division Engineer, officials from HQUSACE, and customer agency officials.

TEAM PROJECTS

Leadership "theory" and "practice" meet face-to-face as the participants form teams to work on projects which focus on challenges and opportunities facing the Louisville District. The teams identify projects and advocates, develop project proposals, identify required resources, develop timelines, gain approvals, prepare project reports and recommendations and brief the Commander and District leaders. After learning group dynamics with other participants on a team project, each participant will select another project which they will serve as the team leader and will select other District employees to be a part of their team in working the project.

YEAR-END RETREAT

The year's activities conclude with a one-day retreat for additional reflection, feedback, strengths/weaknesses, introspection and planning for future personal development. During this retreat, a 5-Year IDP will be finalized.

FUNDING

The District arranges funding for tuition which is approximately \$6,000 per participant. Nominating organizations fund salaries and some costs associated with site visits and team projects. All qualified employees will be considered for this training without regard to funding considerations in their organizations.

APPLICATION PROCEDURES

Employees in the target audience wishing consideration for the LDP are requested to submit the following documents, through supervisory channels, to the Director of Quality by March 17, 1998:

- DA Form 2302-R, Civilian Career Program Qualification Record; OF 612, Optional Application for Federal Employment; or resume.
- A six-page application for 1997-1998 Louisville District LDP which is included with this announcement.
- In addition, employees with duty stations outside of Louisville should specify whether they would prefer a temporary reassignment to the District Office, monthly travel to Louisville or other suitable arrangements, all subject to the prior approval of the nominating Division/Office Chief. Field employees of the Louisville District must complete a "Funding for Career Development Training" form.

Potential applicants are encouraged to attend an informational briefing on the LDP which will be announced.

EVALUATION AND SELECTION PROCESS

The LDP Steering Committee will serve as a rating panel and will evaluate applications based on the following:

- Interest in participating in the LDP as evidenced by the written statement of interest.
- Ability and potential to lead and manage based on applicant's written statement.
- Assessment of the appropriateness of LDP training to applicant's occupation at this stage of their career development.
- Commitment to engage in an intensive process of self-reflection and leadership development.
- Interest in engaging in collaboration and group processes dealing with organizational changes and issues.

Ratings will be based on information provided in the applications. The rating panel will identify a best qualified group. Each applicant in the Best Qualified Group will be afforded the opportunity to meet with the LDP Selection Panel to express interest in the LDP. Final selections will be made by the Commander. The criteria for the final selections are the same as above.

EQUAL EMPLOYMENT OPPORTUNITY

All members of the target audience will receive consideration for this developmental opportunity without regard to race, religion, color, national origin, sex, age, handicapping conditions, marital status, political affiliation or any other non-merit factor.

SUGGESTED TIMETABLE

<u>ACTIVITY</u>	<u>DATES</u>
Informational Briefing	March 3, 1998
Application Deadline	April 27, 1998
Applicants address the LDP Selection Panel	May 4-5, 1998
Selections announced	May 18, 1998
Orientation Session	June 30, 1998
Initial Retreat	July 13-15, 1998
Field Trip	TBD
Program Concludes	August 31, 1999

All applicants must understand that if selected for the LDP, they will be expected to participate in these events - no exceptions. We urge applicants to review this timetable with family members/significant others to avoid possible conflicts with vacations and family events.

INFORMATION AND ASSISTANCE

Questions may be directed to Alice Converse at (502) 625-7451 or CELRL-DQ.

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1998 Supplemental Application Questionnaire

Privacy Act Notice

Individuals asked or required to furnish personal information are advised of the following:

AUTHORITY: 5 U.S. Code 3302

PURPOSE AND USES: Your completed questionnaire will be reviewed solely in conjunction with the selection process for the Louisville District Leadership Development (LDP) Program.

EFFECTS OF NONDISCLOSURE: Personal information provided is given on a voluntary basis. Failure to do so, however, may result in ineligibility for participation in this training.

Applicant's Name (Last, First, Middle)_____

Position Title, Series, Grade:_____

Division or Office:_____

Office Symbol _____Telephone Number:_____

Previous Three Performance Ratings

Rating	Year
_____	_____
_____	_____
_____	_____

Please attach your most recent performance appraisal.

INSTRUCTIONS FOR COMPLETING SUPPLEMENTAL APPLICANT QUESTIONNAIRE

The purpose of this application is to gather information concerning your motivation for participating in the LDP and the degree to which you possess the abilities and potential required for success in the LDP. Please assemble your application package as follows and deliver it to CELRL-DQ by April 27, 1998.

Include this page as your coversheet.

Complete and attach Supplemental Application Questionnaire with most recent performance appraisal.

Complete and attach the Statement of Interest sheet (Application Page 2).

Complete and attach the Ability to Lead/Manage sheet (Application Page 3).

Request your immediate supervisor to assist you in completing the Assessment of Appropriateness of Training to Occupation at this Stage in Career Sheets (Application pages 4 and 5) and attach.

Sign the Certificate of Understanding sheet (Application Page 6), obtain required signatures and attach.

Attach your DA Form 2302-R; OF-612; or resume.

Field employees attach a statement regarding preference for a temporary reassignment to the District Office or monthly travel to Louisville.

Field employees attach Funding for Career Development Training Form, obtain required signature and attach.

Do not attach copies of awards, letters of recommendation or other similar documents. If using ball point pen, only use black ink as blue ink does not photocopy clearly.

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Statement of Interest in LDP

Instructions: Discuss in 300 words or less, why you want to be a participant in the Louisville District LDP.

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Ability to Lead/Manage

Instructions: Provide a synopsis of your background, including outside activities, which will show possession of the ability to lead and/or manage and a specific recent accomplishment which you believe best reflects your possession of the ability.

BACKGROUND SYNOPSIS:

ACCOMPLISHMENT:

Problem or objective:

What I actually did and when (approximate dates):

What the outcome was:

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ASSESSMENT OF APPROPRIATENESS OF TRAINING TO OCCUPATION AT THIS STAGE IN CAREER

Applicant's Name (Last, First, Middle): _____

Instructions: The immediate supervisor, in consultation with the second level supervisor and Division or Office Chief, completes item one in the space provided. The applicant's immediate supervisor, second level supervisor and Chief of Division or Office complete item two.

Please describe the reasons why you believe this applicant would benefit from participation in the Louisville District LDP and how the Louisville District would benefit.

Please rate the extent to which the LDP is appropriate to the applicant's occupation at this stage in his/her career development. Explanations of "Critical" and "Not Appropriate" ratings are required.

Rater	Critical	Important	Desirable	Not Appropriate
Applicant				
Immediate Supervisor				
2 nd Level Supervisor				
Chief, Div/ Office				

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Continuation - Assessment of Appropriateness of Training to Occupation at this Stage in Career
Reasons for ratings of “Critical” and “Not Appropriate”.

Applicant:

Immediate Supervisor:

Second Level Supervisor:

Chief, Division or Office:

Signature of Applicant: _____ **Date:** _____

Immediate Supervisor: _____ **Date:** _____

Second Level Supervisor: _____ **Date:** _____

Chief, Div/Office: _____ **Date:** _____

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Certificate of Understanding by Applicant's Supervisor/Managers

We fully understand that the nomination of an employee to the LDP carries with it a commitment to ensure that the employee's work schedule will be adjusted to permit full participation in all formally scheduled LDP activities. Conflicts with regularly performed duties and LDP activities must be negotiated between the supervisor and LDP participant.

Immediate Supervisor: _____ **Date:** _____

Second Level Supervisor: _____ **Date:** _____

Chief, Div/Office: _____ **Date:** _____

Certificate of Understanding by Applicant

I agree to fully participate in all LDP activities including the completion and sharing of the results of a variety of inventories such as the Myers-Briggs Type Indicator and the Fundamental Interpersonal Relations Orientation Behavior (FIRO-B) instruments with fellow candidates. Interpretation and sharing of results will be done as a "learning group" under the guidance of an educator certified to administer the inventories. I also understand that I will be expected to devote an average of six hours per week of my own time for evening meetings, reading, studying and working on team projects.

Signature of Applicant: _____ **Date:** _____

FUNDING FOR CAREER DEVELOPMENT TRAINING

(For Field Employees Only)

Section I.

Last Name _____ First Name _____ Middle Initial _____

Pay Plan _____ Series _____ Grade _____ Career Program - CP _____

Employing Organization _____

Section II.

COST OF TRAINING

Elements of Expense	FY _____ Costs	FY _____ Costs
Travel	_____	_____
Per Diem (TDY Only)	_____	_____
Services and Supplies	_____	_____
TOTAL	_____	_____

PREPARED BY: _____

Name, Title, Organization, Telephone Number

INSTRUCTIONS FOR PREPARING FORM

Section I. Self-explanatory; complete as indicated.

Section II. Travel must be in accordance with the JTR, Vol. II. **RENTAL CARS ARE NOT AUTHORIZED.** Payment of expenses for local travel in and around the training site is not authorized.

Services and Supplies: Covers various expenses relative to the training program such as books, lab or copying fees. Purchase of computer or other equipment is not authorized. **If the training crosses two fiscal years, please complete a separate column for each fiscal year with the costs prorated accordingly. Total cost of the training program will be shown at the bottom.**

Form must be signed by the individual who computed the training costs.